

MONITORING AND EVALUATION OF EMPLOYMENT AND TECHNICAL AND VOCATIONAL TRAINING PROGRAMS

CONCEPT NOTE FOR A WORKSHOP ORGANIZED AS PART OF THE
CMI¹ EMPLOYMENT AND SOCIAL PROTECTION PROGRAM²

JANUARY 25-27, 2016 | RABAT, MOROCCO

1. RATIONALE

The prevalence of unemployment and inactivity, especially among young people, is higher in the Middle East and North Africa (MENA) than in any other region. As a response, governments in MENA have, over the years, developed a multitude of employment and technical and vocational training (TVET) programs. However, the impact of these programs is often limited or not well known because monitoring and evaluation (M&E) systems are weak or nonexistent.³ Indeed, analyses carried out as part of the Youth Employment Inventory (<http://www.youth-employment-inventory.org>) show that MENA is the region with the fewest impact evaluations in the world.⁴

In recent years, however, M&E efforts of employment and TVET programs have increased considerably, primarily due to growing fiscal pressures as well as increased citizens' demands for improved governance and effectiveness of public services. Indeed, many pilot projects that seek to promote employment opportunities for job seekers in MENA are now accompanied by M&E strategies, in order to understand what works and what does not as well as to inform future potential project scale-up. However, the capacity of the main government agencies involved in the M&E of these programs remains weak. In addition, more awareness raising is needed on the importance of systematizing M&E systems across employment and TVET programs.

With this in mind, and as part of the CMI Employment and Social Protection Program, the World Bank and the French Development Agency (AfD) are organizing a workshop on M&E of employment and TVET programs for selected government officials from the CMI member countries.

¹ The Center for Mediterranean Integration (CMI) brings together partners from the North and the South of the Mediterranean (Morocco, Tunisia, Egypt, Lebanon, Palestine, Jordan, France, Italy, European Investment Bank, World Bank) around the formulation of public policies in development areas of interest for the region. CMI is a cooperation platform between its country members and international financial institutions, and which seeks to facilitate access to knowledge and best practices as well as to promote sustainable development of the Mediterranean region through knowledge sharing and capacity building activities.

² The CMI Employment and Social Protection Program seeks to promote knowledge sharing and build the capacity of selected MENA government officials in the area of employment and social protection.

³ See for example Angel-Urdinola, Kuddo, Semlali (2012). *Public Employment Services and Active Labor Market Programs in the Middle East and North Africa*.

⁴ Betcherman et al (2007). *A review of interventions to support young workers*.

2. WORKSHOP OBJECTIVES AND EXPECTED RESULTS

The workshop has three main objectives:

- a) **Build the capacity** of government officials from CMI member countries on how to design and implement M&E activities of employment and TVET programs;
- b) **Raise awareness** on the importance of M&E of employment and TVET programs;
- c) **Promote the use of evaluations** to better guide program management and policy making.

As a result of the workshop, participants are expected to:

- Gain a better understanding of the various available M&E tools/instruments, including their strengths and weaknesses;
- Be able to identify their specific needs in terms of M&E of planned and/or existing programs and policies;
- Be exposed to international good practices as well to M&E efforts and challenges of other participating countries.
- Acknowledge the importance of carrying out M&E activities as part of their current/planned employment and TVET programs, to improve the design and implementation of related programs and policies.

At the end of the workshop, it is expected that participating delegations will have developed an action plan with key recommendations for revising/improving the M&E efforts of their employment and TVET programs and/or respective agencies.

3. TARGET GROUP

M&E is a technical as well as strategic tool, as it helps to improve the effectiveness/efficiency of ongoing and planned programs as well as to inform overall policy and program decisions. Therefore, the workshop targets both decision makers as well as technical staff from different line ministries of CMI member countries.

The workshop will be structured in two phases. The first day will be open to a broader audience (50-60 participants) and feature plenary sessions regarding the rationale and use of Monitoring and Evaluation to inform decision making.

The rest of the workshop will consist of technical working group sessions with about 30 participants identified in advance by the World Bank and AfD. This group will consist of country delegations of 2-3 members with the following profile:

- A Manager-level representative with decision-making authority (e.g. Program Director, Project Manager)
- Technical expert (e.g. M&E officer of ongoing project)

Representatives of financial and technical partners (e.g. World Bank, AFD, GIZ, ILO), who work closely with the World Bank as well as CMI government members on M&E will also be invited to participate in this activity.

4. VENUE AND DATES

The training will take place in Rabat, Morocco, from January 25-27, 2016 (precise venue to be confirmed).

5. BUDGET

This workshop is jointly financed by the CMI, AfD and the World Bank.

6. COMMUNICATION

The CMI will be responsible for workshop-related communication. Activities include:

- Workshop announcement (through CMI newsletter and website as well as the Community of Practice on Employment and Social Safety Nets) ;
- Development of media content (briefs, press releases);
- Promotion of workshop results, lessons learned and next steps through blogs, videos, TV (through CMI partnerships with France 24 and France Media international), etc.
- Ensuring relevant workshop documentation is available on the CMI website and other relevant means of communication;

7. WORKSHOP METHODOLOGY

The workshop is designed as an interactive event to meet the specific M&E needs of participating government officials. Therefore, it will be preceded by a consultation and information gathering phase, to inform the activity's content and ensure its relevance, as well as followed by at least one virtual meeting among participating and other interested government officials through the Community of Practice (CoP) on Employment and Social Safety Nets.

- a. **Consultation and information gathering:** This phase will help to refine the workshop's content based on the specific needs of prospective participants⁵. To this end, the following information will be collected prior to the workshop:
 - Participant's main learning interests related to M&E;
 - A brief summary of the key interventions/policies for which they seek evaluation assistance;
 - Project and M&E documents for expert feedback (e.g. logical framework, M&E plan, etc.).
- b. **Workshop methodology:** The workshop will be guided by a facilitator and will include the following types of sessions.
 - Plenary sessions: During the first day of the workshop, the workshop will be open to a larger audience featuring panel discussions to debate the role and importance of M&E in policy making.
 - Presentations: These sessions will provide participants an overview of the main concepts and good practices of M&E.
 - Working groups: In order to apply the workshop's content and bridge theory with practice, participants will be divided into small groups and will be assigned an expert to identify specific areas of improvements and provide targeted recommendations for their employment and TVET programs or

⁵ Prospective participants will be identified by the World Bank and AfD in each participating country.

agencies. Each group will present its action plan at the end of the workshop. Leveraging the information gathered in the previous phase:

- i. *Option 1:* taking into account the information gathered in the previous phase, 4-5 case studies will be selected in advance and will be the basis for the group discussions.⁶ Participants will be able to freely choose which group they would like to join (typically based on similarity of interventions).
 - ii. *Option 2:* Each delegation will form its own working group.
 - Roundtable discussion: To allow for a real exchange of experiences among participants and provide room for more informal discussion between participants and experts, the workshop will include an interactive discussion session.
 - Expert consultations: The workshop will also include an opportunity for participants to receive one-on-one expert advice on specific aspects of their projects and programs in an informal setting.
- c. **Follow-up assistance:** At least one virtual meeting will be organized through the CoP on employment and SSN following the completion of the workshop, as a way to ensure and foster continued dialogue on M&E among the activity’s participants and experts as well as other interested government officials. In addition, efforts will be made to link participants to in-country development partners/experts for advice and for the identification of technical assistance and funding opportunities for their M&E efforts.

8. WORKSHOP AGENDA

The workshop will last 3 days. It will be held in French with interpretation to English. The preliminary agenda is presented below.

Day 1	Day 2	Day 3
<ul style="list-style-type: none"> • Employment Promotion and Vocational Training in MENA: Main challenges and way forward • Towards result-based public policies and programs – The role of Monitoring and Evaluation (M&E) • Evaluation experience in Morocco: Results and lessons learned • How to make the M&E system and evaluations useful? 	<ul style="list-style-type: none"> • The results chain • Monitoring and evaluation questions and different types of M&E • What is impact evaluation ? • Parallel sessions (e.g. choosing performance indicators, data collection, data management, cost-effectiveness analysis, etc.) • Identifying an evaluation strategy (group work) 	<ul style="list-style-type: none"> • Round table discussion and exchange of experiences • Roles and responsibilities in M&E • Group work and Q&A with experts • Presentation of evaluation plans by working groups

⁶ The selection of case studies would need to ensure a balanced representation of different topics (employment promotion and TVET) and possibly in terms of participants’ preferred language (French and English).